

Hilltown Community Health Center
Board of Directors Meeting
08/13/20
<https://hchcweb-org.zoom.us/j/95708963346>
 -- ID: 957 0896 3346 5:30 p.m. – 7:30 p.m.

AGENDA

<u>Time</u>	<u>Topic</u>	<u>Purpose</u>	<u>Presenter</u>
5:30 PM	Call to Order and Approval of Minutes	Vote Needed	Lee Manchester
5:35 PM	Finance Committee Report	Vote Needed	Treasurer John Melehov
5:55 PM	Staff Presentation <ul style="list-style-type: none"> Vickie Dempsey 	Introduction	COO
6:05 PM	Committee Reports <ul style="list-style-type: none"> Executive Committee Fundraising Committee Personnel Facilities Recruitment Orientation and Nomination Strategic Planning 	Vote Needed	Lee Manchester Nancy Brenner John Follet Alan Gaitenby Wendy Long Alan Gaitenby
6:20 PM	Senior Management Reports <ul style="list-style-type: none"> Credentialing and Privileging Report Quality Improvement/Risk Management CEO Report 	Vote Needed Vote Needed Inform/Discussion	Michael Purdy Michael Purdy Michael, John and Vickie
6:50 PM	New Business <ul style="list-style-type: none"> Board discussion 1) staff support 2) committee meetings 3) social justice follow up 	Discussion	Lee Manchester
7:15 PM	Old Business		
7:20 PM	Executive Session (if needed)	Discussion	Lee Manchester
7:30 PM	Adjourn	Vote Needed	Lee Manchester

Upcoming Meetings

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HCHC BOARD OF DIRECTORS MEETING

Date/Time: 7/9/2020 5:30pm

Zoom Meeting

MEMBERS: John Follet, Vice President and Treasurer; Kathryn Jensen, Clerk; Lee Manchester, President; Nancy Brenner; Alan Gaitenby; Matt Bannister; Seth Gemme; Kate Albright-Hanna

STAFF: Eliza Lake, CEO; Michael Purdy, CCCSO; John Melehov, CFO; Tabitha Griswold, Executive Assistant

ABSENT: Wendy Long; Jennica Gallagher

GUESTS: Jon Liebman, Medical Director; Franny Huberman, Behavioral Health Director

Agenda Item	Summary of Discussion	Decisions/ Next Steps/ Person Responsible Due Date
Review of Minutes 6/4/2020	Lee Manchester called the meeting to order at 5:33 pm. Nancy Brenner moved to approve the June Board minutes. John Follet seconded the motion, which was approved by those present.	The Board voted unanimously to approve the June 4, 2020 Board minutes.
Finance Committee	<ul style="list-style-type: none">John Follet reported on the April financials. The highlights were discussed as presented in the Interim Financial Statement Presentation by John Melehov, CFO. As presented, the budget is not in the income statements any longer as the budget is irrelevant at this point due to the pandemic. John Melehov will be working on how to include the budget in future statements. John Melehov explained the cashflow work sheet, a standard accounting statement that demonstrates the net increase in the month of April.Procedures for patient accounts receivable (AR) is going to be changing and hopefully decreasing the outstanding balances. Actions will include a change to the collections policy that will come to the board for approval when revised.John Melehov discussed other potential changes that include new banking options that will affect credit line limits, and additional accounting controls.	The Board voted unanimously to approve the Finance Committee report

	Nancy Brenner moved to approve the Finance Committee report. Alan Gaitenby seconded the motion.	
Staff Presentation on Racial Equity	<ul style="list-style-type: none"> • Jon Liebman and Franny Huberman discussed their experiences with racism and their concerns about how welcoming HCHC is to BIPOC populations, in both the Hilltowns and in Amherst clinics. Some barriers were discussed such as language, organizational issues, marketing to reflect diversity, and determining HCHC's public role in racial justice. Franny touched on the inequities experienced with the outcome of COVID-19, and noted that recent protests may be a time to cultivate organizational change. Both emphasized the need for the Board and HCHC to be involved in this time due to the systemic health disparities that exist. This conversation was an echo of the challenges that have been discussed in previous meetings, especially related to Board recruitment. This conversation will be an on-going topic to discuss small and large organizational changes that can make HCHC more welcoming for all. • Lee Manchester reported that the Board statement on racial injustice was posted on the HCHC website. Lee requested adding all members names to that statement in solidarity. Lee will email all members for feedback to make that change before doing so. 	
CEO Report	<p>Eliza Lake opened the conversation for any discussion or questions on her written CEO report.</p> <ul style="list-style-type: none"> • A discussion ensued regarding the C3 effort to create employer-sponsored insurance for all of its members' employees; John Melehov stated that it is still in the works. • Eliza discussed updates on recruitments for the management positions with the recent hiring of Vickie Dempsey for the COO position; she will come on-board for August 3rd. All positions have been filled except for the Clinical Operations Manager (COM). The COM 	

	position will be delayed until the COO is in place and determines the need for and role of that position.	
Executive Committee	<ul style="list-style-type: none"> Lee Manchester reported that there has not been a meeting. 	
Recruitment, Orientation & Nominating (RON) Committee	<ul style="list-style-type: none"> Alan Gaitenby reported that there has not been a meeting. 	
Facilities Committee	<ul style="list-style-type: none"> Alan Gaitenby reported that facility updates are detailed in Eliza's CEO Report. 	
Personnel Committee	<ul style="list-style-type: none"> John Follet reported that this committee has not met. 	
Strategic Planning	<ul style="list-style-type: none"> Nancy Brenner reported that this committee has not met. 	
Fundraising Committee	<ul style="list-style-type: none"> This committee has not met, however Nancy Brenner reported that she touched base with Alex Niefer, Development Director. He reported that \$80K has been donated from 66 donors this year. The annual report is still being worked on; Eliza Lake discussed that Alex is designing the annual report in between writing grants with a goal of publishing the report in August. The plan is to publish the report on the website and send a postcard to donors that will direct them to the website to view that report. 	
Committee Reports	<ul style="list-style-type: none"> Matt Bannister moved that the committee reports be approved. Nancy Brenner seconded the motion. The committee reports were approved by those present. 	The Board voted unanimously to approve the Committee Reports
Quality Improvement/ Risk Management	<ul style="list-style-type: none"> Michael Purdy reported that protocol has been developed and implement for Phase Two. FTCA application will be submitted this week, as discussed below. The plan-do-study-act (PDSA) process is being performed in the Medical Department, which will then be used to implement any change to improve the process. 	The Board voted unanimously to approve the QI/ Risk Management Report.

	<ul style="list-style-type: none"> • Michael Purdy and Jon Liebman are both attending weekly DPH calls, to get risk management changes as they are reported by DPH. • The telehealth work group is looking at implementing the Zoom platform for audio and visual visits this week. • The Industrial Hygienist completed his assessment of the HCHC facilities' air exchange rates in clinical areas. Based on his assessment, management is purchasing infection control equipment for every dental operatory and high-speed suction equipment for dental procedures, as well as HEPA filtration units for every room with more than one occupant at each site. • The employee attestation has moved to a Google web form that can be submitted electronically by staff before coming into the building; the paper form will still be available for those that cannot utilize this form on their cell phones. <p>Matt Bannister moved to accept the QI/RM report, Kathryn Jensen seconded.</p>	
Credentialing/ Privileging Report	<ul style="list-style-type: none"> • Michael Purdy informed the Board that the following employee was approved for initial credentialing and privileging pending previous malpractice statement. <ul style="list-style-type: none"> ▪ Jonathan Mills, LCSW • Michael Purdy informed the Board that the following employee was approved for privileging for incision and drainage: <ul style="list-style-type: none"> ▪ Jon Liebman, NP <p>John Follet moved to approve the slate of employees as presented, Kathryn Jensen seconded the motion.</p>	<p>The Board voted unanimously to approve the initial credentialing and privileging of Jonathan Mills, LCSW</p> <p>The Board voted unanimously to approve the change in privileges for Jon Liebman, NP</p> <p>Bridget Rida to notify</p>

		employees of the granted credentials/privileges.
New Business	<ul style="list-style-type: none"> Eliza discussed any conflict of interest reported for all Board members. Four members were presented. Senior management disclosures will be discussed next meeting. <ul style="list-style-type: none"> Kathryn Jensen- Board member of the Belder affordable Housing. Matt Bannister- Board member of Public Health Institute of W Mass, Revitalize-CDC, and Link to Libraries. Seth Gemme- Board member of Hilltown Community Ambulance Association. Kate Albright-Hanna- Board Member of Ruralorganizing.org FTCA application will be submitted tomorrow as presented in the packet. This will provide HCHC with malpractice coverage for the 2021 calendar year. <p>Nancy Brenner moved to approve the submissions of the FTCA application, and Kathryn Jensen seconded.</p> <ul style="list-style-type: none"> The board approved the reopening policy via email between this meeting and last. The Phase II attestation was signed and included changes on prioritization of patients and air flow rates. These changes build on the procedure from Phase I. Phase III does not apply to the services provided at HCHC as they only include changes to day programs and group treatment. Lee Manchester discussed some of the questions from the Mass League Board Forum that he, Kathryn Jenson, and Eliza attended since last meeting on how the board works. These questions included “does everyone feel comfortable speaking and participating in the meeting”, and “how can we support the staff better.” Lee will email these questions to the full board for response and will discuss next month. 	The Board voted unanimously to approve the submission of the FTCA Application
Old Business	<ul style="list-style-type: none"> No old business was discussed 	
Next Meeting	John Follet moved the meeting be adjourned. Nancy Brenner seconded the motion, which was approved by those present.	The Board voted unanimously to

	The meeting was adjourned at 7:16 pm. The next scheduled meeting, which will be August 13, 2020 via Zoom.	approve adjourn.
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Respectfully submitted,
 Tabitha Griswold, Executive Assistant
 Approved by Board of Directors:

 Chair, HCHC Board of Directors

 Date



Hilltown Community Health Center

Interim Financial Statement Presentation

May & June 2020 - Presented 8/13/2020

Highlights

- ▶ **\$1,171,200** PPP Loan received in May. Complete forgiveness seems probable, but process cannot start until Mid-August.
- ▶ **\$192K** Operating Loss in May.
- ▶ **\$54K** Operating Gain in June.
- ▶ YTD Net only **\$38K** less than 2019

Income Statement

		May	June	YTD Total	PY YTD		
		Actual	Actual	Actual	Actual	\$ Change	% Change
OPERATING ACTIVITIES							
Revenue							
	Patient Services - Medical	\$132,581.01	\$147,308.33	\$921,569.77	\$1,315,705.82	(\$394,136.05)	(29.96%)
	Patient Services - Dental	\$11,336.53	\$26,936.53	\$394,974.01	\$998,975.89	(\$604,001.88)	(60.46%)
	Patient Services - Beh. Health	\$25,700.11	\$30,857.87	\$193,648.51	\$185,207.22	\$8,441.29	4.56%
	Patient Services - Optometry	\$3,631.54	\$3,161.54	\$55,538.70	\$109,216.93	(\$53,678.23)	(49.15%)
	Patient Services - Optometry Hardware	\$995.61	\$3,573.75	\$23,401.80	\$47,213.69	(\$23,811.89)	(50.43%)
	Patient Services - Pharmacy	\$24,125.52	\$27,724.39	\$95,121.72	\$53,931.79	\$41,189.93	76.37%
	Quality & Other Incentives	\$24.70	\$7,684.44	\$32,934.45	\$27,758.70	\$5,175.75	18.65%
	HRSA 330 & Other Grant	\$131,598.39	\$155,075.49	\$927,348.55	\$825,738.84	\$101,609.71	12.31%
	Other Grants & Contracts	\$187,345.46	\$245,235.79	\$906,269.86	\$472,660.58	\$433,609.28	91.74%
	Int., Dividends Gain /Loss Investmenst	\$13,530.78	\$7,242.58	(\$16,922.25)	\$41,322.71	(\$58,244.96)	(140.95%)
	Rental & Misc. Income	\$2,567.20	\$2,567.20	\$16,300.96	\$15,850.90	\$450.06	2.84%
	Total Operating Revenue	\$533,436.85	\$657,367.91	\$3,550,186.08	\$4,093,583.07	(\$543,396.99)	(13.27%)

- ▶ Patient Revenue down **\$1M** from the same time last year - Offset by **\$500K** in extra grant money
- ▶ Behavioral Health and Pharmacy above 2019 revenue!

		May	June	YTD Total	PY YTD		
		Actual	Actual	Actual	Actual	\$ Change	% Change
Compensation and related expenses							
	Salaries and wages	(\$481,226.98)	(\$349,402.17)	(\$2,403,330.80)	(\$2,778,404.97)	\$375,074.17	(13.50%)
	Payroll taxes	(\$35,581.22)	(\$24,476.32)	(\$178,297.26)	(\$222,631.89)	\$44,334.63	(19.91%)
	Fringe benefits	(\$35,875.74)	(\$36,395.81)	(\$207,151.05)	(\$231,880.09)	\$24,729.04	(10.66%)
	Total Compensation & related expenses	(\$552,683.94)	(\$410,274.30)	(\$2,788,779.11)	(\$3,232,916.95)	\$444,137.84	(13.74%)

- ▶ Salary Expense YTD down **14%** = **\$444K**
- ▶ Extra grant funding and lower salary expense nearly compensate for **\$1M** lost revenue

► Some expenses lower due to patient volume

► Supplies +\$40K

► Program Material +\$32K

► Bad Debt +\$74K

		May	June	YTD Total	PY YTD		
		Actual	Actual	Actual	Actual	\$ Change	% Change
Compensation and related expenses							
Other Operating Expenses							
	Advertising and marketing	\$0.00	(\$240.00)	(\$339.00)	(\$6,365.02)	\$6,026.02	(94.67%)
	Bad debt	(\$4,411.00)	(\$8,382.39)	(\$25,926.94)	(\$100,243.90)	\$74,316.96	(74.14%)
	Computer support	(\$12,655.47)	(\$8,388.40)	(\$65,347.51)	(\$42,608.77)	(\$22,738.74)	53.37%
	Conference and meetings	(\$1,882.38)	(\$479.98)	(\$2,485.62)	(\$5,560.42)	\$3,074.80	(55.30%)
	Continuing education	(\$307.99)	(\$1,733.00)	(\$5,501.35)	(\$18,758.00)	\$13,256.65	(70.67%)
	Contracts and consulting	(\$38,785.75)	(\$22,637.58)	(\$130,904.05)	(\$45,563.59)	(\$85,340.46)	187.30%
	Depreciation and amortization	(\$28,544.34)	(\$28,544.34)	(\$171,266.03)	(\$165,903.48)	(\$5,362.55)	3.23%
	Dues and membership	(\$2,404.58)	(\$7,954.58)	(\$20,840.48)	(\$15,527.30)	(\$5,313.18)	34.22%
	Equipment leases	(\$2,911.20)	(\$2,487.19)	(\$13,863.39)	(\$13,976.61)	\$113.22	(0.81%)
	Insurance	(\$2,191.76)	(\$2,191.76)	(\$13,107.41)	(\$12,668.73)	(\$438.68)	3.46%
	Interest	(\$1,209.17)	(\$1,237.59)	(\$7,459.71)	(\$8,131.53)	\$671.82	(8.26%)
	Legal and accounting	(\$2,895.00)	(\$2,668.00)	(\$15,689.00)	(\$14,018.50)	(\$1,670.50)	11.92%
	Licenses and fees	(\$2,958.73)	(\$3,503.95)	(\$24,432.73)	(\$23,671.27)	(\$761.46)	3.22%
	Medical & dental lab and supplies	(\$283.08)	(\$1,630.09)	(\$28,893.99)	(\$68,645.51)	\$39,751.52	(57.91%)
	Merchant CC Fees	(\$632.81)	(\$563.96)	(\$7,990.79)	(\$9,458.79)	\$1,468.00	(15.52%)
	Office supplies and printing	(\$1,530.13)	(\$7,636.78)	(\$23,610.10)	(\$17,642.27)	(\$5,967.83)	33.83%
	Postage	(\$2,232.75)	(\$2,039.92)	(\$8,831.51)	(\$8,627.65)	(\$203.86)	2.36%
	Program supplies and materials	(\$15,733.49)	(\$17,073.26)	(\$86,041.69)	(\$117,914.76)	\$31,873.07	(27.03%)
	Pharmacy & Optometry COGS	(\$3,420.29)	(\$9,286.67)	(\$40,133.88)	(\$48,298.19)	\$8,164.31	(16.90%)
	Recruitment	\$0.00	\$0.00	(\$4,666.10)	(\$2,982.39)	(\$1,683.71)	56.46%
	Rent	(\$15,758.39)	(\$13,843.04)	(\$62,179.15)	(\$34,553.51)	(\$27,625.64)	79.95%
	Repairs and maintenance	(\$12,108.13)	(\$21,849.33)	(\$93,281.70)	(\$84,388.12)	(\$8,893.58)	10.54%
	Small equipment purchases	(\$4,240.00)	(\$12,046.36)	(\$19,254.23)	(\$4,035.75)	(\$15,218.48)	377.09%
	Telephone	(\$14,707.40)	(\$14,342.62)	(\$83,471.89)	(\$75,622.66)	(\$7,849.23)	10.38%
	Travel	(\$327.10)	(\$1,075.85)	(\$6,277.16)	(\$13,333.45)	\$7,056.29	(52.92%)
	Utilities	(\$4,837.98)	(\$2,955.17)	(\$24,317.79)	(\$27,462.70)	\$3,144.91	(11.45%)
	Total Other Operating Expenses	(\$176,968.92)	(\$194,791.81)	(\$986,113.20)	(\$985,962.87)	(\$150.33)	0.02%
	NET OPERATING SURPLUS (DEFICIT)	(\$196,216.01)	\$52,301.80	(\$224,706.23)	(\$125,296.75)	(\$99,409.48)	79.34%

Net Surplus (Income)

		May Actual	June Actual	YTD Total Actual	PY YTD Actual	\$ Change	% Change
NON-OPERATING ACTIVITIES							
	Donations, Pledges & Contributions	\$4,657.49	\$1,476.02	\$76,989.51	\$7,857.04	\$69,132.47	879.88%
	Loan Forgiveness	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
	Capital Grants	\$0.00	\$0.00	\$0.00	\$8,073.19	(\$8,073.19)	(100.00%)
	NET NON-OPERATING SURPLUS (DEFICIT)	\$4,657.49	\$1,476.02	\$76,989.51	\$15,930.23	\$61,059.28	383.29%
	NET SURPLUS/(DEFICIT)	(\$191,558.52)	\$53,777.82	(\$147,716.72)	(\$109,366.52)	(\$38,350.20)	35.07%

- ▶ Grants and public generosity have been rescuing what could have been a disastrous year
- ▶ Only **\$38K** behind our deficit YTD 2019

Cash Flow

	May Through June - Actual	
CASH FLOWS FROM OPERATING ACTIVITIES		
PROVIDED (USED) BY OPERATING ACTIVITIES		
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES		\$1,290,981
CASH FLOWS FROM INVESTING ACTIVITIES		
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES		\$36,353
CASH FLOWS FROM FINANCING ACTIVITIES		
NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES		\$0
NET INCREASE/(DECREASE) IN CASH		\$1,327,334
CASH AND CASH EQUIVALENTS AS OF 5/1/2020		\$994,088
CASH AND CASH EQUIVALENTS AS OF 6/30/2020		\$2,321,421

- ▶ Cash on hand increased **\$1.3M**
- ▶ PPP Loan = **\$1,171,200**

Balance Sheet (as of 6/30)

ASSETS		
Current Assets		
	Total Current Assets	\$2,360,693
Property & Equipment		
	Total Property and Equipment	\$7,073,515
	Less Accumulated Depreciation	-\$2,925,249
	Net Property & Equipment	\$4,148,266
Other Assets		
	Total Other Assets	\$347,227
	TOTAL ASSETS	\$6,856,185
Liabilities & Fund Balance		
Current Liabilities		
	Total Current Liabilities	\$2,337,306
Long Term Liabilities		
	Total Long Term Liabilities	\$297,650
	Total Liabilities	\$2,634,956

- ▶ Current Assets = **\$2.36 M**
- ▶ Current Liabilities = **\$2.34 M**
- ▶ Current Ratio = **1.01** Improved from **0.89** in April

Other Finance Committee Items

- ▶ USDA Mortgage for **\$156K @ 6.25%** will be paid off in August
 - ▶ We are putting our newfound money to use and saving on interest
- ▶ Collections agency will be seeing an up-tick in activity as we clear out uncollectable accounts and remove the self-imposed \$1000 barrier for sending
- ▶ A change of banks is probable as People's has offered enhanced security features, lock-box services, and an increase in our line of credit to \$500K
 - ▶ Generous rebate of 0.5% on all deposits counts against the cost of services
 - ▶ Security and lock-box will be at no or little cost depending on balance. Maximum cost of \$362 per month easily justified by billing FTEs spent on mailroom tasks.

Hilltown Community Health Centers

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Licenses and fees	(\$2,958.73)	(\$3,503.95)	(\$24,432.73)	(\$23,671.27)	(\$761.46)	3.22%
Medical & dental lab and supplies	(\$283.08)	(\$1,630.09)	(\$28,893.99)	(\$68,645.51)	\$39,751.52	(57.91%)
Merchant CC Fees	(\$632.81)	(\$563.96)	(\$7,990.79)	(\$9,458.79)	\$1,468.00	(15.52%)
Office supplies and printing	(\$1,530.13)	(\$7,636.78)	(\$23,610.10)	(\$17,642.27)	(\$5,967.83)	33.83%
Postage	(\$2,232.75)	(\$2,039.92)	(\$8,831.51)	(\$8,627.65)	(\$203.86)	2.36%
Program supplies and materials	(\$15,733.49)	(\$17,073.26)	(\$86,041.69)	(\$117,914.76)	\$31,873.07	(27.03%)
Pharmacy & Optometry COGS	(\$3,420.29)	(\$9,286.67)	(\$40,133.88)	(\$48,298.19)	\$8,164.31	(16.90%)
Recruitment	\$0.00	\$0.00	(\$4,666.10)	(\$2,982.39)	(\$1,683.71)	56.46%
Rent	(\$15,758.39)	(\$13,843.04)	(\$62,179.15)	(\$34,553.51)	(\$27,625.64)	79.95%
Repairs and maintenance	(\$12,108.13)	(\$21,849.33)	(\$93,281.70)	(\$84,388.12)	(\$8,893.58)	10.54%
Small equipment purchases	(\$4,240.00)	(\$12,046.36)	(\$19,254.23)	(\$4,035.75)	(\$15,218.48)	377.09%
Telephone	(\$14,707.40)	(\$14,342.62)	(\$83,471.89)	(\$75,622.66)	(\$7,849.23)	10.38%
Travel	(\$327.10)	(\$1,075.85)	(\$6,277.16)	(\$13,333.45)	\$7,056.29	(52.92%)
Utilities	(\$4,837.98)	(\$2,955.17)	(\$24,317.79)	(\$27,462.70)	\$3,144.91	(11.45%)
Total Other Operating Expenses	(\$176,968.92)	(\$194,791.81)	(\$986,113.20)	(\$985,962.87)	(\$150.33)	0.02%
NET OPERATING SURPLUS (DEFICIT)	(\$196,216.01)	\$52,301.80	(\$224,706.23)	(\$125,296.75)	(\$99,409.48)	79.34%
NON_OPERATING ACTIVITIES						
Donations, Pledges & Contributions	\$4,657.49	\$1,476.02	\$76,989.51	\$7,857.04	\$69,132.47	879.88%
Loan Forgiveness	\$0.00	\$0.00	\$0.00	\$0.00	\$0.00	0.00%
Capital Grants	\$0.00	\$0.00	\$0.00	\$8,073.19	(\$8,073.19)	(100.00%)
NET NON-OPERATING SURPLUS (DEFIC	\$4,657.49	\$1,476.02	\$76,989.51	\$15,930.23	\$61,059.28	383.29%
NET SURPLUS/(DEFICIT)	(\$191,558.52)	\$53,777.82	(\$147,716.72)	(\$109,366.52)	(\$38,350.20)	35.07%

Hilltown Community Health Centers

Statement of Cash Flows

May Through June - Actual

CASH FLOWS FROM OPERATING ACTIVITIES

NET SURPLUS/(DEFICIT) FOR PERIOD		(\$137,781)
ADJUSTMENTS TO RECONCILE NET INCOME TO NET CASH		
PROVIDED (USED) BY OPERATING ACTIVITIES		
01-11102-00	Increase in ECW/AR PAYMENT	(\$31,453)
01-11103-00	Decrease in DENTRIX/AR PAYMENT	\$22,107
01-11130-00	Decrease in A/R - PLEDGES RECEIVABLE	\$200
01-13200-00	Decrease in PREPAID EXPENSES	\$2,641
01-13210-00	Increase in PREPAID INSURANCE	(\$169)
01-13410-00	Increase in PREPAID VISION INSURANCE	(\$96)
01-13700-00	Decrease in PREPAID WORKMANS' COMP	\$1,400
01-22100-00	Increase in ACCOUNTS PAYABLE	\$63,108
01-22110-00	Increase in A/P OTHER	\$95
01-22350-00	Increase in NOTES PAYABLE	\$1,171,200
01-24450-00	Decrease in 403B EMPLOYEE LOAN	(\$347)
01-24500-00	Increase in FLEXIBLE SPENDING BENEFIT	\$1,713
01-25600-00	Increase in UNITED WAY PAYROLL DEDUCTION	\$1
01-25900-01	Increase in SALES TAX PAYABLE	\$8
01-26000-00	Decrease in ACCRUED EXPENSES	(\$5,480)
01-26010-00	Decrease in ACCRUED SALARIES/PAYROLL	(\$89,147)
01-26020-00	Decrease in ACCRUED FICA PAYABLE	(\$6,845)
01-26030-00	Increase in ACCRUED VACATION	\$245,320
01-26040-00	Increase in ACCRUED VACATION FICA	\$18,767
01-28100-00	Decrease in MORTGAGE-HUNTINGTON	(\$2,354)
01-28110-00	Decrease in UNITED BANK MORTGAGE HUNTG	(\$3,033)
01-29400-00	Increase in DEFERRED REVENUE	\$41,695
01-29405-00	Decrease in DENTRIX SUSPENDED CREDITS	(\$572)
NET CASH PROVIDED (USED) BY OPERATING ACTIVITIES		\$1,290,981

CASH FLOWS FROM INVESTING ACTIVITIES

01-16250-01	LESS ACCUM DEPR	\$3,634
01-16250-02	LESS ACCUM DEPR	\$4,967
01-16252-02	ACCUM. AMORTIZATION	\$54
01-16350-01	LESS ACCUM DEPR	\$1,755
01-16350-02	LESS ACCUM DEPR	\$3,957
01-16450-04	LESS ACCUM DEPR LEASEHLD IMP	\$21,485
01-16550-00	LESS ACCUM DEPR FURN & EQUIP	\$1,342
01-16550-01	LESS ACCUM DEPR FURN & EQUIP	\$2,843
01-16550-02	LESS ACCUM DEPR FURN & EQUIP	\$2,202
01-16550-03	LESS ACCUM DEPR FURN & EQUIP	\$1,875
01-16550-04	LESS ACCUM DEPR FURN & EQUIP	\$12,722
01-16560-01	LESS ACCUM DEPR STATE	\$253
01-18220-00	INVESTMENT VANGUARD	(\$20,823)
01-18250-00	WADDELL & REED FUND	\$92
01-18440-00	FLORENCE SAVINGS RESTRICTED	(\$4)
NET CASH PROVIDED (USED) BY INVESTING ACTIVITIES		\$36,353

CASH FLOWS FROM FINANCING ACTIVITIES

NET CASH PROVIDED (USED) BY FINANCING ACTIVITIES		\$0
NET INCREASE/(DECREASE) IN CASH		\$1,327,334
CASH AND CASH EQUIVALENTS AS OF 5/1/2020		\$994,088
CASH AND CASH EQUIVALENTS AS OF 6/30/2020		\$2,321,421

Hilltown Community Health Centers

Balance Sheet

as of 6/30/2020

ASSETS

Current Assets

Cash - Operating Fund	\$517,906
Cash - Restricted	\$223,776
Patient Receivables	\$561,781
Less Allow. for Doubtful Accounts	-\$156,302
Less Allow. for Contractual Allowances	-\$200,973
A/R 340B-Pharmacist	\$23,480
A/R 340B-State	\$1,995
Contracts & Grants Receivable	\$197,887
Prepaid Expenses	\$17,033
A/R Pledges Receivable	\$2,910
PPP Loan	\$1,171,200
Total Current Assets	\$2,360,693

Property & Equipment

Land	\$204,506
Buildings	\$2,613,913
Improvements	\$929,483
Leasehold Improvements	\$1,933,674
Equipment	\$1,391,939
Construction in Progress	\$0
Total Property and Equipment	\$7,073,515
Less Accumulated Depreciation	-\$2,925,249
Net Property & Equipment	\$4,148,266

Other Assets

Restricted Cash	\$53,725
Pharmacy 340B and Optometry Inventory	\$9,863
Investments Restricted	\$7,089
Investment - Vanguard	\$276,550
Total Other Assets	\$347,227
TOTAL ASSETS	\$6,856,185

Liabilities & Fund Balance

Current Liabilities

Accounts Payable	\$162,058
Notes Payable	\$1,600,729
Sales Tax Payable	\$10
Accrued Expenses	-\$5,733
Accrued Payroll Expenses	\$382,917
Payroll Liabilities	\$13,007
Unemployment Escrow	\$181
Deferred Contract Revenue	\$184,136
Total Current Liabilities	\$2,337,306

Long Term Liabilities

Mortgage Payable United Bank	\$141,152
Mortgages Payable USDA Huntington	\$156,499
Total Long Term Liabilities	\$297,650
Total Liabilities	\$2,634,956

Fund Balance / Equity

Fund Balance Prior Years	\$4,221,229
Total Fund Balance / Equity	\$4,221,229
Total Liabilities & Fund Balance	\$6,856,185

From: [Eliza Lake](#)
To: [alan gaitenby](#); [Bannister, Matthew](#); [Jennica Gallagher \(jgallagher@greenfieldcoopbank.com\)](#); [John Follet](#); [Kate Albright-Hanna](#); [Kathryn Jensen](#); [Lee Manchester](#); [Nancy Brenner \(nbrenner5311@gmail.com\)](#); [Seth Gemme](#); [Wendy Long \(wvlong@comcast.net\)](#)
Cc: [Tabitha Griswold](#); [Michael Purdy, OD, MPH](#); [John Melehov](#)
Subject: CEO Interim Report
Date: Friday, July 31, 2020 5:25:46 PM
Attachments: [image001.png](#)

Good afternoon, Board Members –

I am about to leave for my two week vacation, and while I do not have a formal report to file, I want to give you a small update on the last few weeks. Michael and John will attend the Board meeting, and I hope that Vickie Dempsey, our new COO, will be able to join them – she starts Monday! They will be able to provide you with a fuller accounting of the month's activities, and answer your questions.

July has been a relatively quiet month. We have continued to work to safely **increase access for patients**, and it has been evident from the filling schedules. This process has raised its own challenges, as we have to figure out how many people can be seen given the time constraints placed on each room by the disinfection process. And happily, the challenge is going to increase over the next two months, as Jon Leibman has successfully recruited three **new providers** – two NPs and a PA. Their hiring, and the ability to conduct telehealth for all appropriate visits, will hopefully enable us to meet all of our medical patients needs, with the understanding that they will take a little while to get up to speed. Today our new BH provider started, and we will also have two MSW interns in the fall, so we will be able to address the waiting list and meet the needs of the children at our school-based clinic, all via telehealth. The rollout of our video **telehealth** is taking longer than anticipated, but progress has been made, and Michael and Vickie will be working hard to ensure that we are using the technology to its greatest extent.

We have now rolled out all of the **air filtration** units at the three main sites, and are working with the staff at our school-based site to ensure that they are ready for students when they return in September. The dental system has not yet been installed, but I hope and assume it will be before I return. We are also installing motion-sensitive paper towel, soap, and hand sanitizer dispensers, and are continually looking for other means of reducing contact with surfaces.

Today I informed staff of a new procedure related to **travel**, in response to the Governor's new Travel Order. Health care workers, which have been exempt from many of the quarantine orders from the state, are not exempt from this order, so we have instituted a process of employees discussing their travel plans with their supervisors prior to their leaving, so we can plan for the possible disruptions. We will help staff obtain testing as quickly as possible upon their return, and are of course strongly discouraging travel to a state that has not been designated as lower-risk. Finally, we have added a question about this to our daily attestation form. In the meantime, the Mass League is working to answer many of our questions about the confusing language, and clarify whether perhaps they could be different requirements for health care workers.

Unfortunately, I have not been able to focus the attention required on our conversation, and our

work, on racial equity. I should have told at least the Executive Committee, but I was out of the office for about 10 days this month with what turned out to be only a sinus infection (confirmed by two COVID tests). The whole episode knocked me for a loop and required self-isolation in my internet-deprived home, and was therefore not as productive as I would have liked. I am very aware that this is a subject that requires my time and attention, at least until we can get the DRIVE Committee resurrected. I hope that you will still have a conversation about the issue at your meeting, and have every confidence in Michael representing the organization in that discussion.

I truly appreciate your allowing me to miss this meeting - I'm sure I will be thinking of you on Thursday the 13th.

If you need me urgently, Tabitha knows how to find me, even in the Maine woods!
Eliza

Eliza Lake, MSW
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Pronoun: She/Her/Hers



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